

**REPORT NO. 12-57**

**DATE:** 12/5/2012

**ANALYST:** Mike Hebner

**CLASSIFICATION REPORT**

<b>PROPOSED TITLE:</b>	Director CPED Operations and Innovation (Appointed)
<b>CURRENT TITLE:</b>	New
<b>INCUMBENT:</b>	Vacant
<b>REASON FOR REQUEST:</b>	Request to study proposed duties to determine the appropriate classification level for an appointed position
<b>DATE QUESTIONNAIRE SUBMITTED:</b>	12/5/2012
<b>DATE OF PREVIOUS STUDY:</b>	N/A
<b>DISPOSITION OF PREVIOUS STUDY:</b>	N/A
<b>PERSONS INTERVIEWED:</b>	Susan Jones, HR generalist CPED Tim Giles, Director Employee Services Jeremy Hanson Willis, Director CPED
<b>RECOMMENDATION:</b>	Establish the position as Director CPED ` Operations and Innovation (688 Points, Appointed)

The proposed position is being added to help facilitate the integration of the new divisions (Business Licensing, MPLS Development Review and Construction Code Services) being moved from the Regulatory Services Department to the Community Planning and Economic Development Department (CPED). The position will take on a lead role in the development and implementation of business planning for the reorganized department, including goal setting, strategies and outcome measures; will coordinate the integration of the City's new performance management system "Perform Minneapolis" into the department, and will manage the internal and external communications for the department in accordance with City policies.

## **PROPOSED DUTIES AND RESPONSIBILITIES**

**(Including, but not limited to the following)**

- Manage daily operations of the CPED Department, including budget, personnel issues, departmental Business plans and various special projects, including the land management systems improvement project.
- Oversee the preparation of reports, research efforts, planning documents and presentations to elected officials, stakeholder groups and the public.
- Improve processes in all areas to provide a high degree of customer responsiveness in the administration of CPED activities.
- Conduct ROI and Risk Management analyses for CPED services and activities and make recommendation internally to improve processes of significance to the operation of the business and City.
- Provide leadership and direction to CPED leadership and staff on strategic business planning, performance management, finance, human resources issues, information systems, and other operations activities
- Lead CPED management in business process improvement, including establishing guidelines, policies, and procedures for conducting internal business process.
- Examine the manner in which CPED financial resources are being deployed, identify opportunities to improve operating performance, and prepare written reports recommending improvements.
- Participate in the management of contractual services including development of requests for proposals, contract preparation, and monitoring contractual performance.
- Ensure compliance with all federal, state, and City employment laws, codes, and policies including, but not limited to anti-discrimination, harassment and retaliation equal opportunity, loss prevention, return to work programs, etc.
- Responsible for integrating Perform Minneapolis process and activities into the CPED culture.
- As member of the CPED management team participate in formulating strategic plans, department policy, department organization structure, and in interpreting department policy to staff and managers.
- Supervise the interagency coordinator's liaison activities between CPED and other departments and agencies (e.g., Park Board, Regulatory Services, Hennepin County, State and etc.) and in the development of contacts, and improve coordination with other organizations.
- Participate in the development and implementation of internal and external communication strategies to inform and engage elected officials, City staff, community partners and the general public in the work of CPED.
- Identify issues that may affect the CPED in the future, monitor national, state and local trends; participate in national or state professional organizations

## POSITION ANALYSIS

### PREREQUISITE KNOWLEDGE

The position will Bachelor's Degree in Public Administration, Public Affairs, Urban Studies, Economics, or a relate field or equivalent (Master's Degree preferred). The position will require eight years of relevant diverse and progressively responsible experience including operational analysis, business planning and financial analysis.

A rating **75 points** is appropriate for the level of education and progressively responsible experience required.

### DECISIONS AND ACTIONS

A rating **80 points** will assigned for this factor. The position will be in a lead role in a large department and will supervise important areas in the Department and take lead role in business planning and process improvement. At this level the jobs are involved in budget, management, operational, and strategic planning decisions.in a large department. The work performed by these positions is primarily of an independent nature with guidance provided when necessary by the Department Head, high-level executives in the division or Department, or elected officials. Work is highly complex and of broad variety, usually involving very complex individual functions. Matters dealt with are of the broad in scope and involve many complex and unusual problems. At this level Performance has a significant influence on finances or delivery of services; errors or inadequacies could do irreparable harm. Incumbent is expected to apply advanced principles and techniques and to do original thinking of a high order. Work is done under direction in accordance with general policies and objectives and with considerable latitude for the exercise of independent judgment.

### SUPERVISORY RESPONSIBILITY

The position will supervise several professional positions including the CPED Interagency Coordinator, Technology Project Manager, and the Marketing Manager, and it will management authority over support staff. A rating **15 points** is warranted and will be assigned.

### RELATIONSHIPS RESPONSIBILITY

A rating of **85 points** will be assigned for this factor. The position will entail frequent contact with high-level decision makers in the organization and with individuals from outside organizations that can influence the city organization, and will have frequent contact with elected officials and other jurisdictions. Jobs at this level are executives who are interacting with other executives and with subordinate managers to supervise, give advice and direct work to accomplish department goals; consult on media relations issues; respond to requests for assistance, exchange information and resolve problem issues. The issues dealt with and the communication responsibilities are at a high level of importance. At this level there are large funding dollars at risk, legislative demands, reports to the City Council, and to regulators. In many of these classifications, there is higher need for the incumbent to be a promoter for ideas

and initiatives. These executives are frequently involved in a role of bringing about systemic change. At this level the incumbents are responsible for official communications on behalf of the department they represent.

## **WORKING CONDITIONS**

The position will in normal office setting with meetings inside and outside of the office. A rating of **20 points** the same rating applied for most office based managers will be applied.

## **EFFORT**

A rating of **70 points** will be assigned to the position. The effort in this job is primarily mental effort, in developing plans and coordinating activities, and in analyzing projects and budgets, etc. At this level there is accountability for planning, coordinating, and monitoring activities which requires mental effort and creates stress. These are executive level decision making positions and there are competing priorities which create stress and require mental effort in developing alternative recommendations or plans for budgets, personal actions, department initiatives, solutions for identified problems. There are numerous pressures to meet deadlines on projects, reports, budget preparation, plan development, handling inquiries, etc. The physical effort in these positions corresponds to that required in most executive positions working in an office environment.

## **RECOMMENDATION:**

Establish the position as Director CPED Operations and Innovation (688 Points, Appointed)

**The proposed position meets the criteria for appointed positions under the Minneapolis Code of Ordinance, Section 20.1010 as follows:**

- 1. The person occupying the position must report to the head of the designated City Department or the Designated City Department Head's Deputy.**

The position will report to the Director of CPED (Department Head)

- 2. The person occupying the position must be part of the designated Department Head's management team**

The position will be part of the Director CPED's management team in the Department

- 3. The duties of the position must involve significant discretion and substantial**

**involvement in the development, interpretation, or implementation of City or department policy.**

The position will be responsible for development, interpretation, and the implementation of Department and City policy

**4. The duties of the position must not primarily require technical expertise where continuity in the position would be significant.**

The position require strong business analysis and business development skills and strong communications skills, and good leadership skills, broad based progressive experience is required rather than technical expertise.

**5. There is need for the person occupying the position to accountable to, loyal to, and compatible with the Mayor, City Council, and the Department Head.**

The person hired will to be loyal to and accountable to the Director CPED, and to Elected officials.

CLASSIFICATION FACTOR WORKSHEET								
Benchmark Classifications	Factors						Total Points	Grade Level
	1	2	3	4	5	6		
Director CPED	90	90	60	90	20	80	825	18
Deputy Director CPED	90	85	60	85	20	70	893	17
<b>PROPOSED CLASSIFICATION</b>								
Director CPED Operations and Innovation	75	80	15	85	20	70	688	15

1. Prerequisite Knowledge
2. Decisions and Actions
3. Supervisory Responsibility
4. Relationship Responsibility
5. Working Conditions
6. Effort

### **Executive Exemption**

The position will be compensated a rate beyond the minimum required - \$455 per week; and the employee's primary duty will be managing a recognized unit of a major City Department of the City. The position will manage the work of at least three full-time professional staff, which is more than the minimally required two full-time employees or their equivalent; and as a Director level the position will have the authority to hire or fire other employees within the framework of the City system (the employee's suggestions and recommendations as to the hiring, firing, advancement, promotion or any other change of status of other employees must be given particular weight).